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Digital Branding and Multichannel Marketing

Engaging German Millennials : Lumi Accessories LTD

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<p>Opinnäytetyön tarkoituksena oli tehdä monikanavaisen markkinoinnin opas Lumi Accessories LTD:lle. Lumi on Suomen johtava nahkaisia laukkuja, kenkiä ja asusteita suunnitteleva ja tuottava yritys, jolla on vahvat ekologiset ja kestävän kehityksen arvot. Opas suunniteltiin erityisesti yrityksen markkinointi henkilöstölle ohjeistamaan, kuinka digitaalinen brändäys voi lisätä brändin ja sen uuden, Berliinissä avatun liiketilan tunnettuutta saksalaisten milleniaalien keskuudessa. Tavoitteena oli tunnistaa mitattavissa olevia tavoitteita, tehokkaita seurannan välineitä ja olennaisia kanavia kohderyhmän tavoittamiseksi ja sitouttamiseksi.</p> <p>Työn teoreettisessa viitekehyksessä määriteltiin brändin strateginen hallinta asiakaslähtöisen brändipääoman luomisen, brändin asemoinnin ja digitaalisen brändäyksen avulla. Lisäksi monikanavainen markkinointi saumattoman ostokokemuksen luomiseksi ja brändin suorituskyvyn mittaamisen työkalut eriteltiin teoreettisessa viitekehyksessä.</p> <p>Toiminnallisen opinnäytetyön aineistona käytettiin kansainvälisten tutkimusten tuloksia, asiantuntija-artikkeleita, raportteja ja julkaisuja. Googlen tarjoama materiaali toimi pääasiallisena aineistona tutkittaessa saksalaisten milleniaalien vaate ja asuste ostokäyttäytymistä. Lisäksi nykytilanteen kartoittamiseksi järjestettiin haastatteluja Lumin toimitus- ja luovan johtajan, sekä digitaalisen markkinoinnin managerin kanssa. Opinnäytetyön tulokset toimivat yleishyödyllisinä suuntaviivoina kohderyhmän tavoittamiseksi ja tarkkailuksi.</p> <p>Oppaan tekoprosessissa oli tärkeää huomioida kohderyhmän ostokäyttäytyminen ja eri kanavien käytön aktiivisuus, syy sekä ajankohta. Lisäksi Lumin brändi tavoitteiden peilaaminen kohderyhmän tavoitteen kanssa edesauttoi luomaan merkityksellistä sisältöä markkinaviestintään.</p>	
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<p>The purpose of this thesis was to create a multichannel marketing handbook for Lumi Accessories LTD. Lumi is a leading leather handbag, shoe, and accessories designer brand in Finland, which has strong ecological and sustainable values. The handbook was created especially for the marketing team to guide how digital branding can increase brand awareness among German Millennials so that the awareness of the new Lumi store will increase in Berlin. The aim was to identify measurable objectives, effective monitoring tools, and relevant channels to reach and engage the target group.</p> <p>The theoretical frame of this thesis defined strategic brand management using customer-based brand equity, brand positioning, and digital branding. In addition, multi- and omni-channel marketing to create a seamless purchase experience, and brand performance measurement tools were discussed in the theoretical frame.</p> <p>The data for the functional thesis were gathered from the results of international researches, specialist articles, reports, and publications. To understand the purchase journey and map out different tools and channels, material from Google was used as the main reference. Furthermore, Lumi's CEO, Creative Directors, and Digital Marketing Manager were interviewed to gain insight into the current situation of the brand. The result of this thesis functions as a useful guideline to reach and monitor the target group.</p> <p>It was important to acknowledge the buying behavior of the target group and the active use of different channels, the reasoning behind, and timing when creating the handbook. Furthermore, it was useful to mirror the brand objectives of Lumi with the objectives of Millennials to create relevant content.</p>	
Keywords	Digital branding, Millennials, Mature market, Multichannel, Buying behavior, Content marketing

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1 Introduction

This thesis discusses branding and marketing programs in a multichannel environment. The case company is Lumi Accessories LTD, a leading designer brand in handbags and leather accessories in Finland. Millennials, also known as Generation Y, is the target group for this thesis due to their increasing purchasing power, technologically savvy behavior and an interest for digital channels. The Strategic Brand Management Process theory by Kevin Lane Keller functions as the backbone framework into which different multichannel elements will attach.

Due to Lumi's Berlin store opening in April 2015, this thesis focuses on German Millennials and utilizes online as well as offline channels to increase Lumi's brand awareness followed with awareness of the new store. Millennials are generally known as the most marketed generation in history with a lack of interest in traditional marketing, especially if the advertising is not creative or different enough. Therefore, digital branding, social media, and mobility play a major role in this thesis. Furthermore, customer behavior and the buying process are discussed.

1.1 Objective of Thesis

The objective of this thesis is to create a digital, multichannel communication plan to guide Lumi to reach German Millennials cost efficiently, increase brand awareness in the German market and build trust through marketing communications. The handbook demonstrates the process with examples to provide effective guidance for Lumi to understand various steps and needed implementations to create seamless purchase experience and increase the number of engaged customers.

The used research method is functional, combining two separate projects; a thesis report in compliance with the guidelines of Metropolia, and a manual according to Lumi's needs and internal reporting. The manual is in digital format and developed by using Lumi's main guidelines in terms of style, color palette, and font. The objective of the manual is to function as a handbook for Lumi to build a strong brand and communicate it in order to reach Millennials in Germany. The main reason for the method choice is the confidentiality aspect. The manual will not be published and will be for Lumi alone.

1.2 Limitation

Due to the target group decision, this thesis delimits to discuss of German Millennials' purchasing behavior in accordance with the information existence and availability. Whether the information is limited, the purchasing behavior of Germans in general or customers of other mature markets is discussed. Furthermore, this thesis focuses on luxury and retail industry in mature markets, especially in Germany and in Berlin. Due to Lumi's product mix, this thesis aims to focus on luxury accessories, handbags, and footwear.

In terms of marketing and branding, this thesis delimits to discuss of digital branding tools and online channels such as a website, mobility, and social media. Offline marketing is considered regarding digital in-store integrations so that the multichannel marketing strategy can perform in an effective manner.

1.3 Frame of Reference

To reach the objective of this thesis, the frame of reference needs to include brand management and marketing communication. Therefor Strategic Brand Management Process is an ideal backbone theory for this thesis.

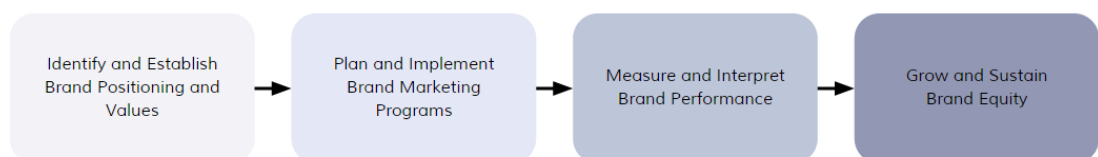


Figure 1. Strategic Brand Management Process (Keller 2013, 59).

As seen in Figure 1, the brand needs to be built properly before marketing programs can be planned and implemented, followed by measurement tools and evaluation. In this thesis, customer-based brand equity and brand building blocks discuss how to build a strong brand, and the competitive frame of reference, points-of-parity, and points-of-difference are used to position the brand. Multichannel marketing discusses content marketing, omni-channel experience, the buying behavior of German Millennials and channels that are preferred by them. The measurement tools are optimized by

the buying behavior and selected channels. Before this, the second chapter introduces Lumi through marketing mix and gives an overview of Millennials and luxury industry.

1.4 Key Concepts and Terms

Brand Awareness

Brand awareness can be divided into breadth and depth awareness. The latter examines the possibility for a customer to recall a brand, and breadth refers to various different situations the brand will come to the customer's mind. (Keller 2008, 60-61.)

Brand Positioning

Brand positioning discloses the place of the brand compared to competitors in the mind of the customer. To gain the desired brand positioning, the brand can use marketing programs to deliver desired offer and image to the target group in the competitive frame of reference, and with points-of-difference and points-of-parity. (Keller 2013, 79)

Brick and Mortar

Brick and mortar refers to the physical place of the brand, as if a store, where a customer can visit, unlike in an online store. (Charlesworth 2014, 137.)

Buying Behavior

Buying behavior can be seen as a process with five stages that are awareness or problem recognition, information search, evaluation of alternatives, purchase, and evaluation of the purchased product (Silbiger 2005, 6). The first stages can be seen as an assistant to lead the customer towards the final purchase decision. However, the last interaction is needed to trigger the customer to make the purchase. (Rowles 2014, 30.)

Content marketing

Content marketing is to extend the product or service value proposition. The content can vary depending on the channel to provide more valuable content for the customer, but the main messages should remain consistent (Rowes 2014, 25-26.)

Digital Branding

Digital branding emerges the target group's objectives and the brand's objectives with an aim to deliver a value proposition. Digital branding analyzes user profiles and purchase processes, so that it can build awareness and trust through valuable content in a measurable way (Rowles 2014, 14, 21).

Fashion Accessories

Fashion accessories include handbags and leather goods, shoes, belts, ties, glasses, writing instruments, and lighters to name a few (Chevalier & Mazzalovo 2008, viii-xi).

Mature Market

Established luxury market over the years where the average buyers are aging with a habit to make purchases semi-frequently. Mature Market includes countries such as France, United States, Italy, United Kingdom, and Germany. (Think With Google: The Customer Journey to Online Purchase.)

Millennials

Millennials, Generation Y, are aged between 18-35-year-old and are said to be the most technically savvy generation compared to Baby Boomers and Generation X. (De Pelsmacker & Geuens & Van den Bergh 2010, 135-137.)

Omni-channel Experience

"Channel agnostic distribution strategy" in which digitalization plays a major role enabling customers to switch channels seamlessly from search engine to website followed by social media, to the online store, and to a locator so that the customer can visit the store offline, for instance. (Deloitte: Global Powers of Luxury Goods. 2014, 9.)

2 Background of Thesis

2.1 Lumi

Lumi Accessories LTD, the leading designer brand in handbags and leather accessories in Finland, was founded in New York in 2000 by Sanna Kantola and Bruno Beaugrand, but the business was established in Helsinki. Today Lumi is a profitable high growth fashion company with 1.5MEUR in sales (2013), and without loans or external investors. The brand targets 25 - 45-year-old working people who seek for timeless design and high quality. Furthermore, Lumi's PR is made by Spalt Helsinki. (Beaugrand & Kantola 2015).



Picture 1. Lumi Berlin Store at Bikini Berlin Concept Mall (Lumi's website).

Lumi's Berlin store (Picture 1) was opened in April 2015 in Bikini Berlin, a new contemporary concept mall nearby to the luxury shopping district of Berlin. The store's stock was created in reference to the responses and orders made in Premium trade show, in which low heels, heavy bottoms, and thicker leather products were the most desired. (Beaugrand & Kantola 2015.)

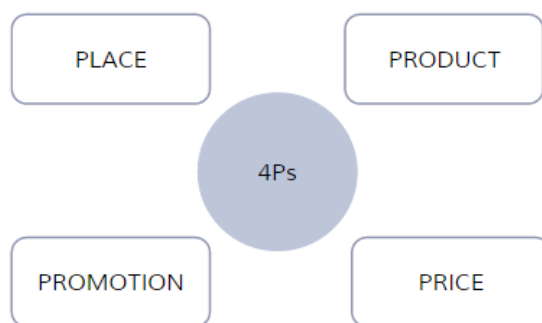


Figure 2. Marketing mix tool (Armstrong, Kotler 2012, 75).

The marketing mix (Figure 2.) is a tool to gain the wanted response from the target group by combining four groups of variables; product, price, place and promotion. The fundamental of restricting the P's into four is explained with the comprehensive argument. (Armstrong & Kotler 2012, 75-76.)

Product

Lumi designs and produces two collections annually, Spring/Summer and Fall/Winter collections. 60% of the designs remain in the new collections, but the colors and materials change seasonally. For instance, Lumi's iconic Supermarket Bag has featured in new collections since 2003. As seen in Figure 3, Lumi's product mix has five product lines including bags and clutches, belts, bracelets, shoes, and scents. (Beaugrand & Kantola 2015.)

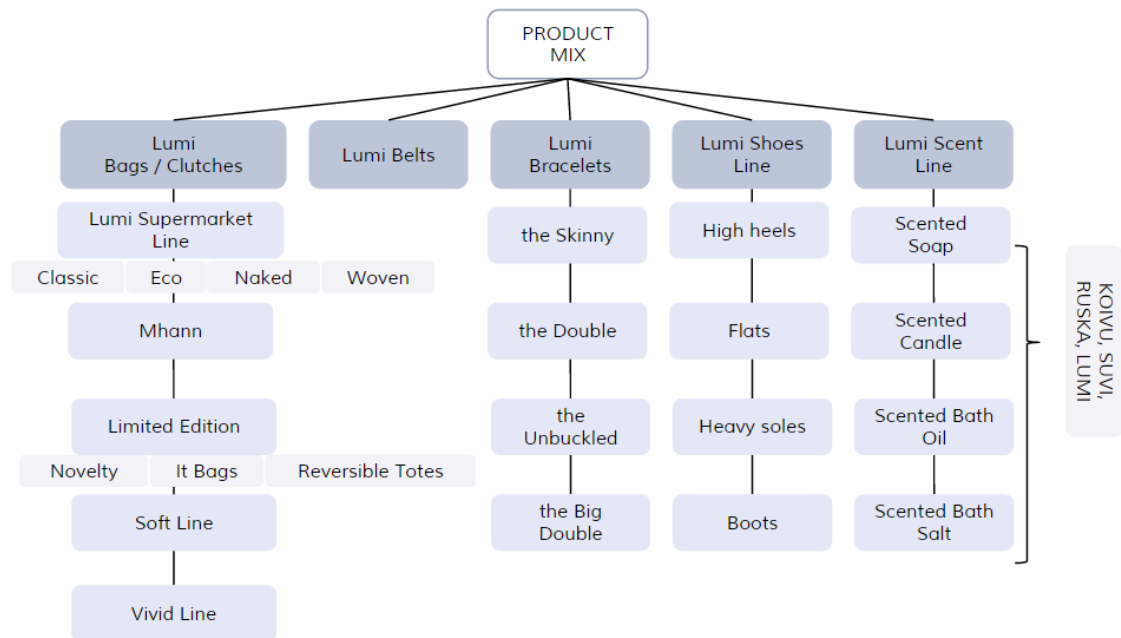


Figure 3. Lumi's Product Mix (Lumi Retail Guide, 12-19).

Lumi's values include sustainability and environmental consciousness, and those values have been placed throughout its business from materials to methods, distribution, packaging and displays to minimize the environmental impact. The products, excluding the scent line, have been made of 100% chrome-free, high-quality leather, of which 60% is vegetable tanned cow or goat's leather, and the rest naturally tanned leather. (Lumi Retail Guide, 5.)

The durability, softness, and colors depend on the product line, category, and subcategory. In addition, some of the materials are custom-made for a specific product. Lumi's handbag includes a hanging key fob, zipper, slash and cell phone pocket, and the inside of the bag is spacious. Furthermore, the lining is made of a Finland blue fabric. (Lumi Retail Guide, 6.)



Picture 2. Lumi's Spring/Summer 2015 collection (Lumi SS15 lookbook).

The design highlights Scandinavian simplicity and functionality with graphical elements, clean cuts, and defined detailing (Picture 2.). Lumi's products are designed in Finland and manufactured in Spain, Portugal, and India. The scent line is produced in Sweden. Manufacturers are longtime partners, and especially in India, the modern and safe working conditions, long-period work contracts, and good social security are guaranteed. Lumi's products are delivered and distributed in recyclable packaging from manufacturers to Lumi and further to the customer. In retail, the packaging includes a chemical free bamboo bag to protect Lumi's bag. (Lumi Retail Guide, 6, 11).

Price

The prices in both women and men's categories vary from 15€ - 599€. The main price-point of Lumi's accessories and scents is at 15-199€, handbags at 200-399€, and specialty bags at 400-600€. (Lumi's Online Store.)

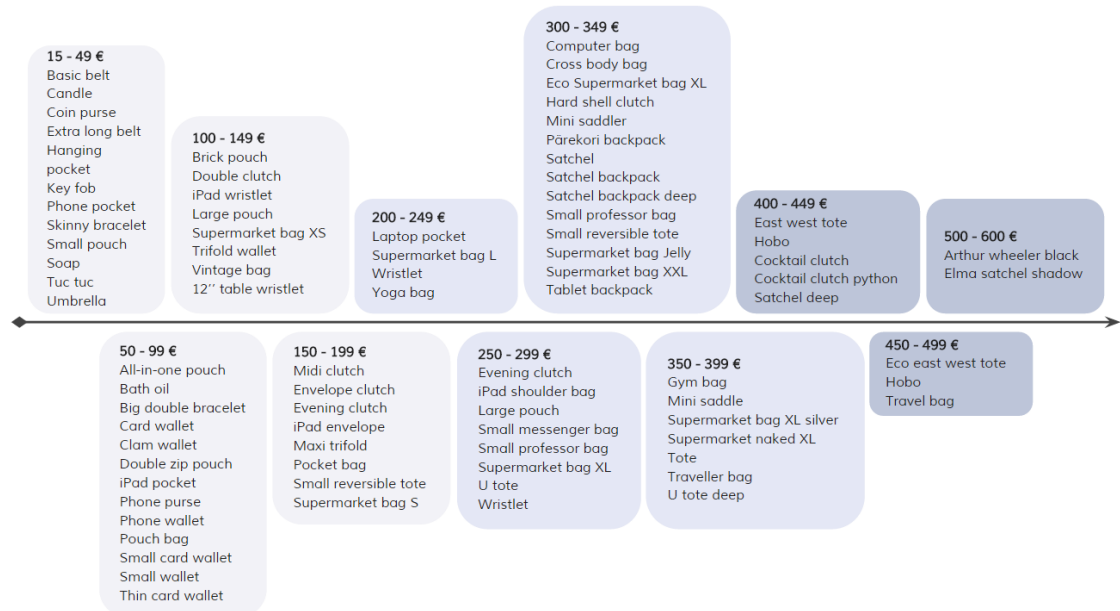


Figure 4. Lumi's Price Mix (Lumi's Online Store).

As seen in Figure 4, the prices vary in terms of the size, material and specialty of the product. Since the prices are collected from online store, the shoe line is not presented. Discounts are normally applied for products under 200€. (Lumi's Online Store.)

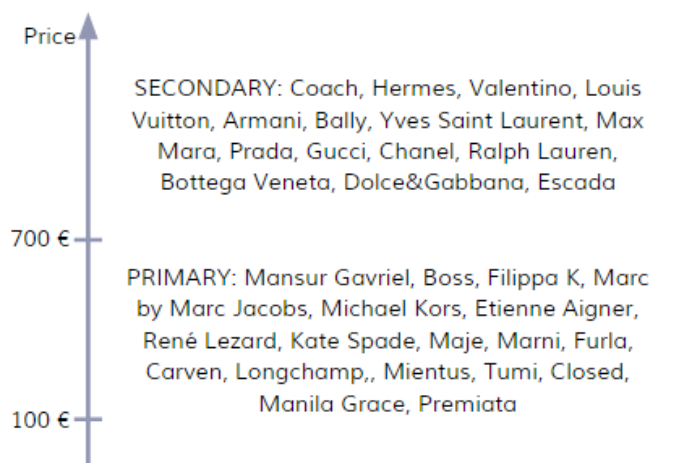
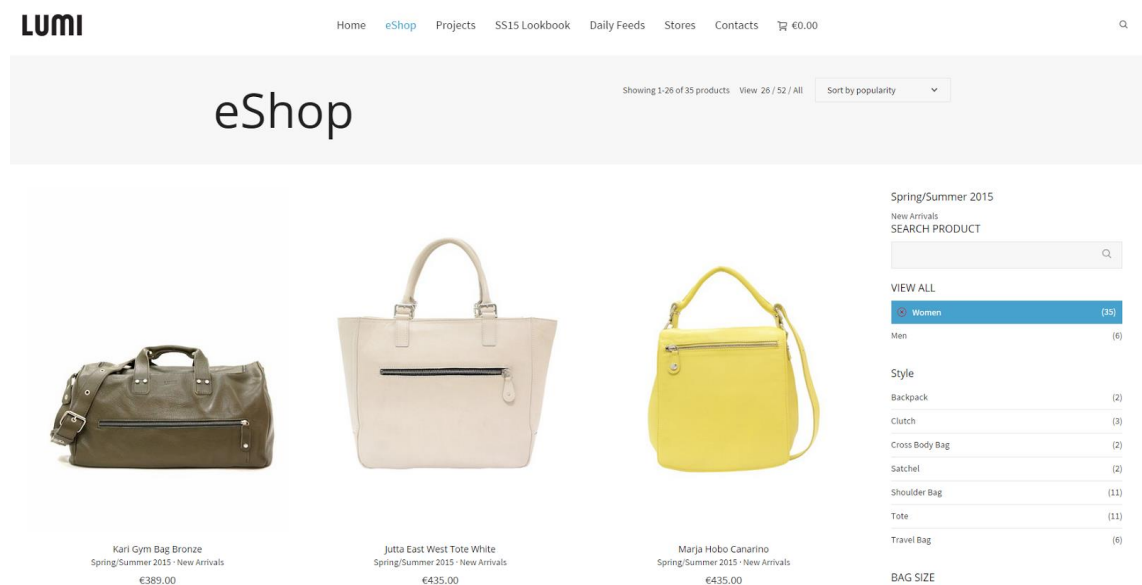


Figure 5. Competitive frame of reference; price (CBRE: Luxury in Germany. 2014, 43-46.)

When comparing the prices of other international handbag brands in Berlin, two main categories were identified (Figure 5.). The lower price-point group (200-700€) includes brands such as Boss, Filippa K., Marc by Marc Jacobs, Michael Kors, and Kate Spade. This category belongs into accessible fashion accessories and is also the primary competitors for Lumi. The higher price-point group (700€-) includes brands such as Louis Vuitton, Chanel, Coach, and Gucci. (CBRE: Luxury in Germany. 2014, 43-46.)

Place

Lumi's headquarters, showroom and office, are located in Helsinki, and the company currently employs 18 international talents. The employees are divided into retail and back office teams. The brand has four stores, which are Lumi Shoe Store and Lumi Supermarket in Helsinki, Melumo Putiikki in Japan, and Lumi Berlin store in Germany. Furthermore, Lumi has in total over 180 retailers in over 25 countries in Europe, North America, and Asia. (Beaugrand & Kantola 2015.)



Picture 3. Lumi's online store e (Lumi's Online Store).

Lumi's core products are available online, as seen in Picture 3. Products can be filtered through style, bag size, and price. The online store also has a personal shopper to narrow down the search result by product category, size, and color. Currently, this function is lacking integration between those three variables, thereby ending the search without results. (Lumi's Online Store.)

Promotion

Lumi celebrates new collections twice a year with its customers, organizes bigger events such as Ornamo and Fashion Stock Sale, and participates in the Fashion Village event once a year in Helsinki. Furthermore, Lumi attends several international trade shows every year. (Beaugrand & Kantola 2015.)



Picture 4. Lumi's Projects with Suunto, Schoffa, Itella, and UnMonday. (Lumi's website.)

As seen in Picture 4, previous marketing actions include cross-branding, collaborations, customized designs, and corporate gifts with brands such as Suunto, Scoffa, Itella, UnMonday, Stockmann, Marimekko, and IvanaHelsinki (Lumi's website). In addition, during March 2015, Lumi had its first fashion film played on every Finnair Europe flight reaching over 700 000 passengers (Beaugrand & Kantola 2015.)

2.2 Millennials

Millennials were born between 1980s and 1990s, and are said to be the most technically savvy generation compared to Baby Boomers and Generation X. Millennials' increasingly high purchasing power, high expectations of services and relationship, less brand loyal behavior, and their intuitive interest to be among the very first users of new developments make Millennials a potential but challenging target group for marketers. This generation has received the most marketing efforts in history but are yet less attracted to it. (De Pelsmacker & Geuens & Van den Bergh 2010, 135-137.)

Products, services, and furthermore brands are a way for Millennials to communicate about their personal interests and ideologies to others. The segment prefers recommendations over technical information and viral marketing in social media over adver-

tising in a traditional media. Even though Millennials are savvy multitaskers within different channels and devices, they are very selective and critical towards the information source. (De Pelsmacker & Geuens & Van den Bergh 2010, 138-139.)

The majority of German Millennials (79%) claim to be technologically savvy and up to date with new developments. Over 80% own a smartphone, and in this group women are more likely to have one than men. 60% of Millennials use mobile devices for reading news, and almost the same amount of using social media. A bit over half of German Millennials use the smartphone for text messaging and only 39% for pure telephoning. Almost 80% of German Millennials own a laptop. The developments of mobility use have transformed over 80% of Millennials' lives in terms of entertainment, news and social media maintenance. (Telefonica: Global Millennial Studie. 2014.)

According to The Global Retail E-Commerce Index, Germany has stepped up in the ranking into the top 5 most attractive online markets globally, right after the United States, China, the United Kingdom and Japan. An attractive online market merges the high online sales, consumers' technological adoption in terms of internet penetration and developing purchasing trends, financial and logistical infrastructure, and growth potential. (A.T. Kearney 2015, 1-3.)

2.3 Luxury Industry

The different sectors of the luxury industry include ready-to-wear clothes, jewelry and watches, perfumes and cosmetics, wines and spirits, automobiles, hotels, tourism, private banking, and fashion accessories. Fashion accessories include handbags and leather goods, shoes, belts, ties, glasses, writing instruments, and lighters to name a few. Furthermore, the luxury industry can be separated into three different levels, i.e. inaccessible, intermediary, and accessible luxury of which the latter corresponds to 97% of the luxury products today (Chevalier & Mazzalovo 2008, viii-xi).

For a product to be included in the luxury category it shall fulfill, according to Chevalier and Mazzalovo, three criteria, which are artistic dimension, craftsmanship, and internationality. The artistic dimension enhances the esthetic features and emotional content of a product. Even though the product would be mass-manufactured, the craftsmanship should be recognizable. Internationality is part of a well distributed business and a specialty feature. (Chevalier & Mazzalovo 2008, xii-xiii.) Generally luxury brands have full

control over the value chain by creating an integration between product design, raw material sourcing, manufacturing, marketing, and distribution (Deloitte: Global Powers of Luxury Goods. 2014, 24).

According to Euromonitor, the top ten luxury market ranking includes four Eurozone countries, of which Italy is holding the third place, France the fourth, Germany the seventh and Spain the ninth place whereas the UK, that is part of the Eurozone, holds the sixth place (Deloitte: Global Powers of Luxury Goods. 2014, 4.) The apparel and footwear market faced a change during 2013 when the volume of the sales dropped down, but the average unit price rose in Germany. This trend is caused by the increasing enthusiasm to invest more money in better quality and durability of one product. (Euromonitor: Apparel and Footwear in Germany. 2014.) During 2014 Germany, the largest economy in Europe, was expected to have a successful year by increasing consumer spending, business investments, and exports (Deloitte: Global Powers of Luxury Goods. 2014, 5).

Germany has six main shopping cities, which are Berlin, Hamburg, Munich, Cologne, Frankfurt, and Düsseldorf. Furthermore, Berlin's core premium locations are Western Kurfuerstendamm, Bleibtreustrasse to Olivaer Platz, Bleibtreustrasse to Knesebeckstrasse, and Olivaer Platz to Adenauerplatz, Schlueterstrasse, Bleibtreustrasse, Wierlandstrasse, and Friedrichstrasse. In terms of tourism and overnight staying location, Berlin is the most attractive and popular with East European shoppers due to its contemporary history. (CBRE 2014, 4-5.)

3 Brand Identification and Positioning

3.1 Customer-Based Brand Equity

To build, measure and manage brand equity, the total value of the brand, the customer-based brand equity model combines differentiation, brand knowledge, and marketing effectiveness to assure a successful brand strategy (Keller 2008, 48). There are several tools to build a strong brand, of which Keller's brand building blocks divide the process into four main steps as shown in Figure 6.

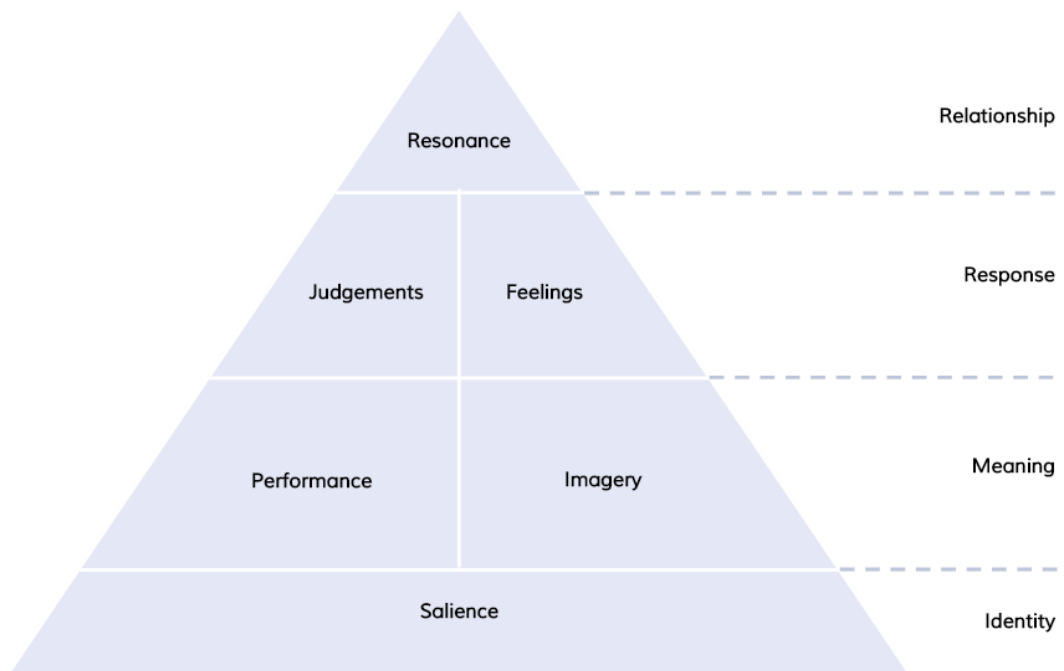


Figure 6. Brand Building Blocks (Modified Keller 2013, 108).

In order to build a recognizable identity, so that a customer is able to associate the brand with a certain product class or in case of a need, the brand shall create a clear communication plan. To gain a solid brand meaning in the customer's mind, the brand shall build an authentic scenery of tangible and intangible brand associations. After several customer responses, the brand shall evoke the most meaningful ones in terms of the brand's identity and meaning. Brand responses shall be transformed and utilized to establish a dynamic and interactive loyalty relationship connecting customers and the brand. (Keller 2008, 60–74.)

3.1.1 Brand Identity

Brand salience expresses how well the brand identity has been built and communicated in relation to the awareness of the brand. Both breadth and depth awareness should be considered as the latter examines the possibility for a customer to recall a brand, and breadth refers to various different situations the brand will come to the customer's mind. (Keller 2008, 60-61.)

In order to understand the measurability of the breadth and depth awareness, a product category structure should be built to see the possibilities of brand recall. An example of the product category structure in a hierarchical manner could be product class information, product category information, product type information, and brand information from bottom to top. (Keller 2013, 110.)

3.1.2 Brand Meaning

Brand meaning is formed by brand performance and imagery with an aim to define points-of-difference and points-of-parity (Keller 2013, 108). These points will be discussed in the next chapter with brand positioning.

Brand performance helps to understand how well the brand manages, for instance, design, manufacture, and delivery processes compared to competitors. Moreover, it defines to what extent the customer's functional needs can be fulfilled. Different brand performance advantages can be utilized when establishing a brand positioning. A great performance can increase brand equity, support marketing actions and have higher returns on investment. Brand performance can be built bearing in mind different attributes and assets, which are primary ingredients and supplementary features, product reliability, durability, and serviceability, service effectiveness, efficiency, and empathy, style and design, and price. (Keller 2013, 112–113.)

Brand imagery is a more intangible type of brand meaning, affecting the more psychological and social needs of the customers. These can be brand's user profiles formed by gender, age, race, and income, purchase and product usage situations, brand's personality and values, history, heritage, and experiences. (Keller 2013, 113–114.)

3.1.3 Response

Brand judgments consist of customers' opinions on the overall brand meaning. Judgments include quality of the products and services, credibility in terms of expertise, trustworthiness, likeability and superiority over the other brands. They also include the fact whether the brand is even considered. (Keller 2013, 117-118.)

Brand feelings, on the other hand, can be promoted by using different emotional branding approaches, but the final perception is made by the customer in accordance with their personal social currency. Emotional branding approaches evoke feelings such as warmth, fun, excitement, security, social approval, and self-respect. (Keller 2013, 118-119.)

3.1.4 Relationship

To establish brand resonance, the customer must have a positive response towards the brand, thus a bond can be created and a true relationship with the brand can begin. Brand resonance can be measured in the intensity and activity of the customer. (Keller 2013, 120.)

Intensity can be defined by attitudinal attachment, measuring customer's emotional attachment to the brand, and sense of community both online and offline. Activity, on the other hand, describes the behavioral loyalty by the purchase or consumption activity, and another kind of active engagement with the brand. (Keller 2013, 122.)

3.2 Brand Positioning

Brand positioning discloses the place of the brand compared to competitors in the mind of the customer. To gain the desired brand positioning, the brand can use marketing programs to deliver desired offer and image to the target group in the competitive frame of reference, and with points-of-difference and points-of-parity. (Keller 2013, 79)

The competitive frame of reference includes the target market and the nature of competition in it. Points-of-difference are distinguishing features or assets, which enable a customer to differentiate two competitors, and assist the customer to select certain brand over another. Points-of-parity associations guide the customer to position the brand or the products in the desired category with competitors who have similar attributes. (Keller 2013, 83-85.)

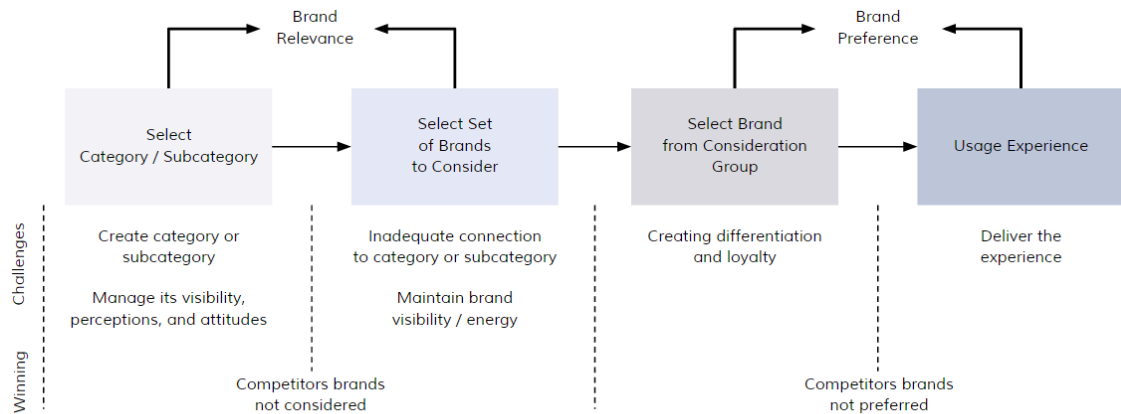


Figure 7. Brand relevance and brand preference (Aaker 2011, 14).

According to Aaker, brand positioning is fundamental for the brand so that it can become relevant and afterward preferred by the customer (Figure 7.). Brand relevance becomes true if the customer considers the brand when selecting a category and comparing selected brands. To enhance the relevance, the brand can create new categories or subcategories and defend them, and manage the brand visibility and energy. The ideal scenario would be that the competitors are not considered. Brand preference becomes true when the customer selects the brand, and when the usage experience is positive. To become preferred, the brand should fulfill brand promises, differentiate, and create loyalty. Ideally, the brand is preferred over the competitors' brands. (Aaker 2011, 14-17.)

3.3 Digital Branding

Branding in the digital environment highlights the meaning of branding in a new manner. It is not only a logo, slogan, sound, or color, but it is the overall experience customers receive on the internet regardless of whether it is made by the brand or not. The Brand is not what we decide, but it is what others think of us. (Rowles 2014, 11.)

The aim of digital branding is to deliver a value proposition that is authentic and different in order to help customers understand the company as a whole. Digital branding analyzes user profiles and purchase processes, so that it can build awareness and trust through valuable content in a measurable way (Rowles 2014, 21).

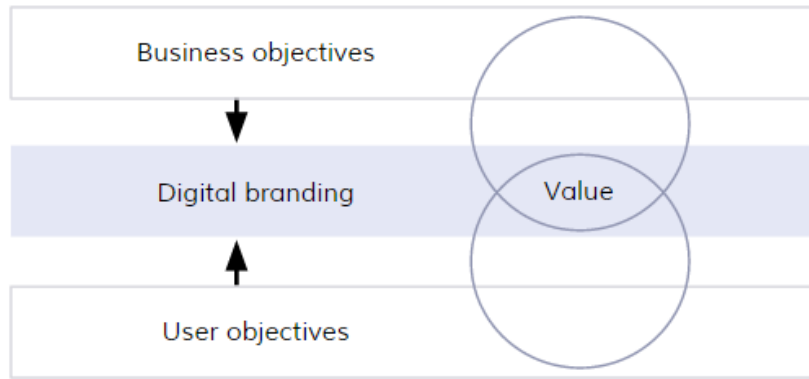


Figure 8. Digital branding bridges business and user objectives (Modified Rowles 2014, 14).

Digital branding is a way to engage the target group with the brand's objectives (Figure 8). Basic marketing fundamentals should be kept in mind to analyze whether the brand's communication is relevant and in accordance with the brand's objectives. Furthermore, the objectives and needs of the target group should be defined and the brand's offering directed accordingly. Thus, the brand can deliver the message in the most efficient way. When both of these communications have parity the value can be found. (Rowles 2014, 13-14.)

By understanding the purchase process of the target group, the brand can map out all the significant stages and give information that is most likely needed or wanted. Thus, the brand can educate the audience by leading them through the buying process. It is also important to aim to engage the customer in an early stage of the process to maximize the possibility for brand awareness or likelihood of purchase. The more variable touchpoints there are with valuable content, and with the right timing, the higher possibility the brand has to engage customers. (Rowles 2014, 15-18.)

Digital branding should be considered throughout the brand building process. Regardless of an authentic and ordinary identity, specialized and detailed meaning, or positive response, a true relationship cannot be built if the brand does not consider user objectives. The more the brand understands its current or possible customers, the more relevant and preferred it can become.

For instance, if the brand can define the target group's needs according to the brand's offering, it can more easily build marketing programs to increase awareness and position itself in customers' minds. The brand can also reinforce specific performance and

imagery features for different target groups to enhance the meaning and further on the responses according to user objectives. Finally, if the brand does not understand customers' wishes in terms of a relationship, it is incapable of building resonance thus failing the customer engagement process. In the case of Lumi, it is fundamental to analyze German Millennials' objectives and buying behavior, and thus increase the brand awareness and Berlin store awareness. Buying behavior and preferred channels are discussed in the fourth chapter.

4 Multichannel Marketing

4.1 Offline Channel; Brick and Mortar

Brick and mortar refers to the physical place of the brand, as a store, where a customer can pay a visit (Charlesworth 2014, 137). Even though e-commerce is evolving quickly, the majority of luxury purchases are made in-store in Mature Markets such as in the United States, France, the United Kingdom, Germany, and Italy (Think With Google: The Customer Journey to Online Purchase). Two-thirds also visit the store before or after the purchase has been made online (A.T Kearney 2015, 6). In-store customers have the possibility to touch and try garments on so that the purchase risk decreases and willingness to invest in a high involvement product increases (Saarinen & Tinnilä & Tseng 2006, 21).

Brick and mortar enables high-class customer service and flexibility to personalize the purchase moment in terms of the customer. It is also a reliable channel due to its familiarity and one of the most used channels to gather information of the brand and products. However, the cost of skillful personnel, updating the store, and limitation in terms of opening hours increase the risk of maintaining this channel. (Saarinen & Tinnilä & Tseng 2006, 21-22.)

In addition to the traditional retail functions, significantly high investments are made in marketing and communication in-store, transforming the store into a fundamental communication force for the brand. Combining the identity and aspire of the brand in terms of product, quality, heritage, and service, the store becomes an image builder and a field for the brand's manifestation. To reinforce brand awareness and prestige

associations, a relatively new and unknown brand can locate the products into the exclusive high-end shopping district, such as Triangle d'Or of Paris. For an established brand, this can strengthen the luxury and exclusivity values. (Deloitte: Global Powers of Luxury Goods. 2014, 22.)

The fact that customers' time is limited does not help smaller brands to drive traffic to their store due to heavy competition in the high fashion industry, and thus a huge promotional activity is blocked. Reaching the target market can mean more investments in rental prices so that the location is centric, in interior design and staff engagement so that the store enhances brand identity and image once the customer is reached, and in digital branding so that the purchase experience can be seamless.

4.2 Online Channels

E-commerce is the fastest evolving retail channel which currently holds in average 20% of the brands' total volume (Deloitte: Global Powers of Luxury Goods. 2014, 8). The internet is always available for information search or shopping, enabling a high amount of information, high technical quality in sound and pictures, and also geographically wider markets and distributions for companies. 98% of Mature Market consumers use the internet daily switching between different devices or using multiple devices at the same time to interact with friends or companies in social media channels, search information or make purchases online. (Think With Google: The Customer Journey to Online Purchase.) Furthermore, 88% of Germans made a fashion or apparel purchase online in the past three months (A.T. Kearney 2015, 6).

Due to the high amount of information, customers can effortlessly compare and review further details and additional services. (Saarinen & Tinnilä & Tseng 2006, 22.) 60% of Mature Market consumers use the internet to search information about luxury products before the actual purchase takes place (Think With Google: Mobile in the Purchase Journey). This situation is likely to lead to a total transparency, increasing customer's expectations on the price, value, and brand, thus undermining the core principle of luxury, which is exclusivity. Moreover, due to the lack of intimacy, ease of comparison, and a fluidity of pricing, brand loyalty can be threatened. (Deloitte: Global Powers of Luxury Goods. 2014, 8.)

On the other hand, the overload of information challenges companies to show up in search engine rankings in order to direct customers to their websites or to provide the exact service the customer was searching in the first place. Information should be selected and updated to keep the content reliable so that customers can build trust for the brand. (Saarinen & Tinnilä & Tseng 2006, 22.) Regardless of the channel, the shopping experience should be interactive, exciting, and efficient (Deloitte: Global Powers of Luxury Goods. 2014, 8).

4.2.1 Website

The website is built and managed by the brand, internally or externally, thus it is one of the most valuable platforms and touchpoints for the customer. The website should not only have the core information of the brand and work as an e-commerce site for customers, but it should be integrated into all the other brand's platforms online such as blog and social media channels, so that the customer can move seamlessly from one platform to another. Furthermore, the content and design should stay consistent regardless of the platform or presence, especially between online and offline channels (Coles 2015, 171-189.) Luxury brands share house brand stories, exhibit fashion shows and provide celebrity insight on their website (Deloitte: Global Powers of Luxury Goods. 2014, 8).

Google AdWords' Keyword planner tool helps companies to understand the most important or used words online. After detecting suitable words, they should be included in the website content whereby the search engine ranking will be enhanced. (Coles 2015, 175). Webmaster tool provides information and guidance for backend website design and content creation (Coles 2015, 180).

Spiders are part of search engine optimization software and meant to read the text and links from your site, and then send the content to the search engine in order to be ranked. The more the site is updated with successful content the more often spiders will visit the site. There are a few blockers which will not enable spiders to read the content and thus the site will not be ranked. For instance, Flash provided by Adobe does not only block spiders but the content works inefficiently on mobile devices whether HTML5 enables interactive content both in web and mobile. (Rowles 2014, 74.)

4.2.2 Mobile

Mobile devices are familiar gadgets with wide penetration and they are independent of the time or place of use. However, the relatively small screen, a slow data transmission, and restricted content formats complicate the integration with other channels and demand research and development in companies. (Saarinen & Tinnilä & Tseng 2006, 22.)

Mobile can create a seamless user journey in a multichannel environment for the customer by bridging offline and online platforms (Rowles 2014, 21). To create a seamless experience, the mobile site needs to be optimized. To provide more valuable and optimized experiences with a mobile device, apps can be built. Mobile devices are increasingly used in-store to look for additional information or to compare prices. (Think With Google: Mobile in the Purchase Journey.)

78% of luxury buyers in Mature Market have a smartphone and 62% have a tablet. German smartphones users have three peaks during the day to use mobile for shopping; during the morning commute, late afternoon and late evening. Furthermore, when shopping with smartphones the user is most likely to do it at home (47%), on the go (41%), in public transportation (27%) or in store (21%). (Think With Google: Mobile in the Purchase Journey.)

4.2.3 Social Media

Social media is a conversational and social platform where individuals and businesses can interact globally online (Coles 2015, 4). It can be seen as a new voice for consumers by increasing individual and collective communication power, and enabling to build communities to merge advocates (Deloitte: Global Powers of Luxury Goods. 2014, 8).

Businesses can use social channels as a promotional tool to raise their brand awareness and to network with customers and clients cost efficiently. (Coles 2015, 4.) For instance, it is an effective channel to introduce new products globally or to use it as a storytelling platform to spread the brand heritage (Deloitte: Global Powers of Luxury Goods. 2014, 8). Furthermore, social media is a perfect place to engage people in real time, create a viral buzz, hold contests, and reach people internationally (Baack & Clow 2014, 347-348).

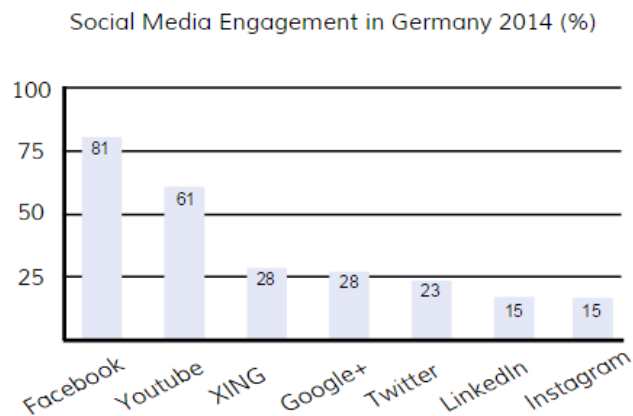


Figure 9. The use of Social media in Germany (Tomorrow Focus Media: Social Trends Studie. 2015, 8).

In Germany, 70% of 16 to 35-year-old users use social media several times a day (Emarketer: Germany's Social Users Check In Several Times Daily. 2015). Facebook and YouTube are the most engaging social media channels in Germany followed by XING, Google+, and Twitter (Figure 9). Even though the engagement percent of LinkedIn and Instagram is relatively low compared to the previous social media channels, Vimeo and Pinterest only engage approximately 2% of Germans. (Tomorrow Focus Media: Social Trends Studie. 2015, 8.)

Next the most engaging social media channels are introduced to define the core competencies of each channel. Due to the low engagement of Vimeo and Pinterest, they are not considered when building Lumi's channel strategy plan to reach German Millennials, even though the brand is currently using those channels.

Facebook

Facebook has over one billion users internationally, and over half of the most active users log on daily (Coles 2015, 29). Tabsite, Foursquare, Instagram, and Pinterest are apps to enrich and link different channels inside Facebook. Tabsite enables email subscription and contest apps on your welcoming page free of charge and multiple other apps with different monthly plans. After signing in to Foursquare, it allows the brand to link its location to the app so people can track it easily. Once the content has been created, the postings can be scheduled to facilitate the constant stream maintenance of Facebook even on holidays. (Coles 2015, 35-36.)

Facebook ads and sponsored stories enable companies to target the audience by location, demographics, interest and connections cost efficiently. Monitoring and possible corrections can also be made easily. It is good to remember that when the posts are relevant to users they become more interesting and less irritating, and also that Facebook audience is looking for news or entertainment which means the content should be in accordance to that. (Coles 2015, 46-49.)

YouTube

YouTube is an entertainment website but also a problem-solving-platform with over one billion user visits and over six billion hours watched every month, of which 40% is watched through mobile devices. This global video marketing channel is ideal for guerilla and viral marketing, in which strong emotion and storytelling are in a major role. (Coles 2015, 127-128.) YouTube does not only enable wide audiences but also possibilities to showcase products in an easy and personal manner, and introduce the team or industry for the consumers (Coles 2015, 132-133). Videos can be shared directly from YouTube to Vimeo, Facebook, LinkedIn, and also in the website, blog, and newsletter (Coles 2015, 137).

YouTube Analytics has similar functions compared to Google Analytics, but with more specific features to monitor, analyze metrics and reports concerning the YouTube account and activity within it. Analytics also enables to see geographical details, analyze user paths, track journeys, and landing pages. (YouTube Analytics.)

LinkedIn

LinkedIn is the leading professional networking site in the world with more than 347 million members, and with a continuous growth rate, which is accelerated by college students (LinkedIn: About LinkedIn). The site is a convenient channel for individuals to connect with professionals who share the same interest and for companies to build the professional reputation and connect with international talents. (Coles 2015, 54.) LinkedIn can be seen as an ever updating newsletter that provides company and industry insights with a possibility to integrate Twitter into it so the news flow is smoother. Furthermore, website, blog, and other social media channels can be linked to the page. (Coles 2015, 57-58.)

LinkedIn does not only enable companies to build business communities where open positions can be announced, but also ads and sponsored updates. Sponsored updates can be converted into ads as if in Facebook, and they can be directed to the target group without annoying an improper audience. (Coles 2015, 73-76.)

Xing

Like LinkedIn, Xing is a professional networking platform with the main focus on business-to-business communication. Despite the leading position of LinkedIn worldwide, Xing is preferred in the German market with more than 15 million registered users worldwide, of which a bit over half are based in German-speaking countries. (Xing AG: XING is the social network for business professionals. 2015.)

LinkedIn and Xing have similar functionalities in terms of finding jobs, enlarging the professional network and communicating with like-minded talents. However, the main language in Xing is German. (Xing AG: XING is the social network for business professionals. 2015.)

Google+

Google+ is a variation of Facebook and LinkedIn combining both the social and the business aspects, with full integration to Google's other applications enabling a seamless experience. The platform has over a billion registered users, but the number of actual active users is a lot lower, explained by the registration policy that forces users to add Google+ account whenever they create a Gmail account. (Coles 2015, 145-146.)

Due to the fact that the platform is owned by Google, updates and the content shared in Google+ affect significantly more search engine optimization rankings compared to other platforms or websites. (Coles 2015, 146) Other differentiating tools are hashtags, which will be created automatically depending on the content of the post with a possibility to modify them afterwards, events like in Facebook, but with a possibility to link them to the personal Google Calendar, and integration both with YouTube videos and Hangout group video conversations (Coles 2015, 151-152).

Twitter

With over one billion registered users, Twitter provides a powerful tool to network with like-minded people, publish valuable content and listen to maximize the performance of products and services. The platform functions as a microblog, where users can share photos, videos, and 140-character posts. 76% of users prefer mobile devices over the computer. (Coles 2015, 81-82.) In addition to listening, adding value, and engaging, it is important to grow the network continuously by following interesting people, retweeting, and commenting different conversations (Coles 2015, 87-89).

To monitor the Twitter account, the user can create several public or private lists to differentiate target groups such as client and prospects, or use advanced search to audit specific words or topics. There are also different applications, of which Tweetdeck and Hootsuite are the most used monitoring tools. (Coles 2015, 89-91.)

Instagram

Instagram is the perfect channel for fashion brands due to its visual nature. The mobile-based app draws people to browse photos and videos of their friends, influencers, and favorite brands, check for specific fashion silhouettes or lifestyle inspirations and post pictures and videos. According to the Pew Research, 17% of 18 to 29-year-old users had an income of \$75 000 or more. (Deloitte: Global Powers of Luxury Goods. 2014, 8.)

Instagram has integration to share photos and videos one by one on Facebook, Twitter, and Flickr, or to share the location on Foursquare. To keep the companies updated with over 300 million users monthly, Instagram Business shares latest developments and successful case studies within the app. Furthermore, Instagram has launched a suite of tools to understand and monitor the account. (Instagram.)

4.3 Content Marketing

Content marketing is to extend the product or service value proposition. The content can vary depending on the channel to provide more valuable content for the customer, but the main messages should remain consistent (Rowes 2014, 25-26.)

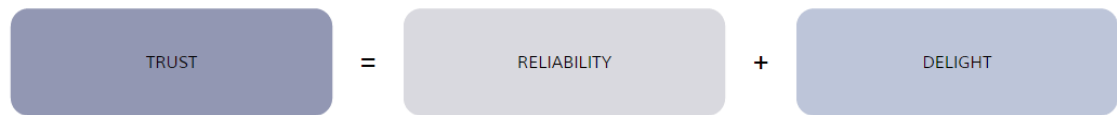


Figure 10. Building trust through content marketing (Neumeier 2011, 22).

Content marketing can also build trust by implementing a reliable and delightful stream of information along the purchase journey as demonstrated in Figure 10 (Neumeier 2011, 22). Millennials prefer an optimistic and positive tone, but the content must stay credible in terms of the story, marketing language, and brand personality. Furthermore, interactive content is in favor. (Barton & Beauchamp & Koslow 2014).

Content marketing manager or a team should understand the brand culture throughout in order to create valuable, and interesting content. Furthermore, they should be social media savvy and be on the cutting edge of new developments and new social media channels. (Coles 2015, 17.)

4.3.1 On- and Off-topic Content

Both on-topic and off-topic content work efficiently as an educational or inspirational reference. On-topic content includes the insight of the company and industry, team photos and videos, project news, brand-related articles, blog posts of the events, new products, and special offers. The content can also go through different positions within the brand and demonstrate daily routines, new job offers and company's code of conduct. Furthermore, information on the products, how they have been made, different functions or use cases, will give added value for your customers. (Coles 2015, 36, 41-43.)

Off-topic content can go through current or future fashion trends, major changes within the industry or exciting news about the celebrities or stylists. This kind of content makes the site more appealing and engages the audience by giving them different topics to speak about. Both of the content forms can include a call to action. (Coles 2015, 36, 41-43.)

4.3.2 Why People Share

Social currency, triggers, emotions, practical value, and stories are some of the reasons to explain why people share content in social media. The social currency indicates the desirability, level of knowledge and status of being on the cutting edge of news, developments or interesting discussions. In this case, the decision to share is made if it is believed to increase one's social currency in the eyes of others. (Coles 2015, 22-24.)

Triggers, on the other hand, are things or topics, which generate an impulse for the user to behave in a wanted manner. As an example, a well-planned and implemented *emotional content*, normally a video, arouses feelings in which case sharing will be done without further consideration. When shared the content is wished to cause similar feelings among other users. *A practically valuable content* functions similarly, due to the belief that the solution which the content provided will function for other users, as well. Lastly *stories*, especially series of stories, are a powerful way to engage people by presenting memorable and interesting content that the user can associate with. (Coles 2015, 23-24.)

4.4 Buying Behavior

The brand should recognize the meaning of each possible touchpoints a customer can have on their purchase journey with the brand so that value can be created in each of them. Afterward, the omni-channel strategy can be developed to assure the ultimate customer satisfaction and a return on investment. (A.T. Kearney 2015, 6.)

Buying behavior can be seen as a process with five stages (Figure 10.) that are awareness or problem recognition, information search, evaluation of alternatives, purchase, and evaluation of the purchased product (Silbiger 2005, 6). The first stages can be seen as an assistant to lead the customer towards the final purchase decision. However, the last interaction is needed to trigger the customer to make the purchase. (Rowles 2014, 30.)

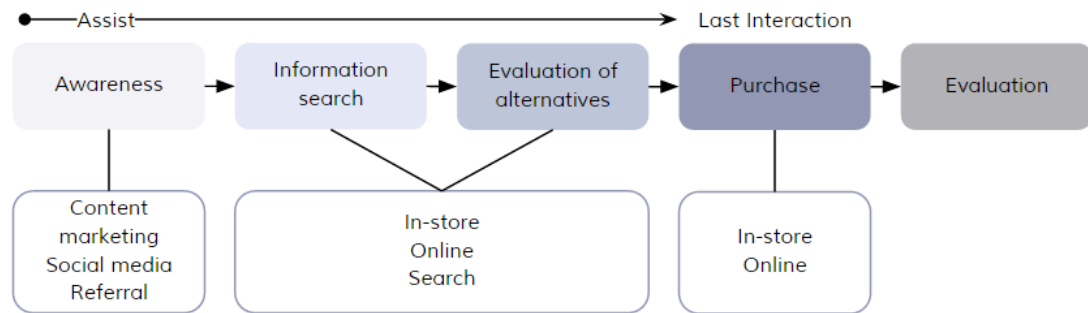


Figure 11. Buying process in Germany (Modified Rowles 2014, 30; Silbiger 2005, 6; Think With Google: The Customer Journey to Online Purchase).

As seen in Figure 11, digital channels are likely to be used in the early stages of the buying process but once the need is fulfilled or information is gathered, customers tend to switch the channel to brick and mortar. The latter situation is common especially when purchasing higher involvement products. The digital channel can thus decrease the purchasing process time and enable efficient product comparison. (Saarinen & Tinnilä & Tseng 2006, 19-20.)

In Germany, offline (53%) is yet the most used channel to research information of retail products thus online is collectively used in one-third of the times (Think With Google: The Customer Journey to Online Purchase). In-store experience and word of mouth are the most trusted sources to look for information followed by website, offline advertising, search engine, and reviews in the blog. Generally users prefer desktop and tablet over the mobile phone, but continuous developments in mobile phones cannot be ignored. (Think With Google: Mobile in the Purchase Journey.)

Table 1. Information search (Think With Google: Mobile in the Purchase journey.)

Content of information	Smartphone %	Desktop / tablet %
Price information, special offers	34	67
Quality, performance	29	57
Reviews, recommendations	52	49
Brand names	24	38

Mobile devices are rarely used at the beginning of the purchase journey but when considering or intending to buy a product, 60% of smartphone users search for information

such as reviews and recommendations (52%), price information and special offers (34%), quality and performance (29%), and brand names (24%) as shown in Table 1. These percentages are relatively low compared to the use of desktops and tablets, but for instance reviews and recommendations are more likely to be read on smartphones. (Think With Google: Mobile in the Purchase Journey.)

Purchasing retail products shows to be an intuitive process. Hence, the majority start looking for information on the product a day before (20%) or just a few moments before making the purchase decision (43%). In addition, smartphone users prefer mobile browsers over mobile apps in the retail market in Germany. (Think With Google: Mobile in the Purchase Journey.)

Table 2. Research vs. Purchase (Think With Google: Mobile in the Purchase Journey).

Research	Purchase %		
	Offline	Desktop / Tablet	Mobile
Offline	88	11	1
Desktop / Tablet	51	47	2
Mobile	68	21	11

When studying the relation with the research and purchase moments (Table 2.), the purchase is most likely to end up in-store regardless if the research is done offline or online. If the research is done on the smartphone the relative percentage of mobile purchases increases. Even though the purchase is most likely to end up in-store less than 1% of consumers would use customer service as a source of information. (Think With Google: Mobile in the Purchase Journey).

4.5 Omni-channel Experience

“Channel agnostic distribution strategy” in which digitalization plays a major role enabling customers to switch channels seamlessly from search engine to website followed by social media, to the online store, and to a locator so that the customer can visit the store offline, for instance. Technologically savvy customers have extremely high anticipation for luxury brands in terms of design layout, functionality, ease of navigation, brand iconography, and stamina of overall brand presence. Furthermore, they expect

brands to be where they spend lots of their spare time, in social communities. (Deloitte: Global Powers of Luxury Goods. 2014, 9.)

4.5.1 Transmedia Storytelling

Transmedia storytelling aims to emerge facts, narrative and channels to create customer engagement through a valuable content. It highlights the ease of remembering a fact that is explained through a narrative rather memorizing a single fact. With narrative, the brand can link different channels together effortlessly, line them up in terms of usage situations and user preferences, and provide omni-channel experience for its customers. (Rowles 2014, 165-166.)

For instance, a blog post has a core topic that is explained by examples according to different channels. For Instagram, there is at least one related photo that can be posted in the channel with a shortened link to drive traffic to the full post. For Linked, there should be at least one chapter to explain how the topic affects Lumi's business, team, or sales. On the other hand, for Facebook the post should highlight how current or possible customers have affected or will affect to the topic. For YouTube, the topic can be converted into a video, in which the topic is expressed through an interview or by highlighting the most important points of the text with music, photos, and video material. Lastly, Twitter can function as a collective platform by opening the blog post in different sections and to drive traffic into different platforms. Furthermore, similar content can be retweeted from other users to give wider understanding of the topic for customers and to link like-minded people to your content.

Thus, one blog post can integrate several channels to reach more people and to create repetition. When a customer will enter to different social media platforms hosted by the brand, it is more likely that the customers will not get frustrated by seeing exactly the same content, but get excited by understanding the topic from different points of view.

4.5.2 Clicks and Mortar

To create a seamless purchase experience for the customer, the brand should bridge the gap between online and offline channels. The concept click-and-collect refers to a buying behavior, where the customer purchases or reserves a product online but col-

lects or purchases it in-store with the assumption that the store of the brand is aware of this and prepared to give needed service for the customer. (Charlesworth 2014, 137.)

The brand also can bring the online experience while the customer is in-store. For instance, the brand can place a spot in-store to provide access to internet by tablets. Thus, the customer can view the full product offering, read and see additional information of the brand, and place an order. (Charlesworth 2014, 140.) Mobile bar codes, better known as QR codes, provide a convenient way for the brand to direct customers for specific site or location. By scanning the code with the mobile device, the customer can get additional information of the brand's products, download a promotion coupon, or locate the store of the brand. (Dushinski 2012, 193.) For instance, those QR codes can be printed to the price tags (Charlesworth 2014, 140).

5 Measurement

5.1 Brand Surveys

Brand survey is a more traditional way to measure the brand performance (Rowles 2014, 170). Brand building blocks can be measured with a brand survey. With the results, the brand can measure the gained awareness, the performance of the products and services, and customers feelings of the brand. Judgments give feedback of the quality and credibility of the brand, and whether it is considered or selected. Furthermore, the brand can measure the relationship in terms of loyalty, attachment, community, and engagement. (Keller 2013, 123-124.)

Net Promoter survey will define an exact score for the brand to know, how likely the customer will recommend the brand for a friend. The simple evaluation consists of a scale from zero to ten, zero being "Not at all likely" and ten being the "Extremely likely" to recommend. Customers who selected nine or ten are considered as the real promoters, from zero to six as the detractors, and seven and eight as neutrals. The final Net Promoter Score can be obtained by subtracting promoters' percentage with the percentage of the detractors. (Markey & Reichheld 2011, 6-7.)

The brand should make a research of the most influential people in their target group, and reach them in order to drive quicker awareness. Advocates are known as a group who like to share, retweet and leave positive comments. Influencers, on the other hand, are linked to the target group the company wants to reach, and are therefore messengers of the references and word-of-mouth. (Rowles 2014, 59.)

5.2 Web Analytics

Web analytics gives detailed information of the digital purchase journey. The most used web analytics provider, Google Analytics, is not suitable in the German market due to the privacy law. (Rowles 2014, 184-185.) Piwik, on the other hand, functions in German Market and the service is free of charge (Rowles 2014, 185). By downloading Piwik, the service enables web-, e-commerce, and server log- and intranet analytics. The brand can create dashboards, oversee the current list of Keywords, see last visits, visitors in real time, their country of origin and used browsers. Furthermore, the brand can add external websites such social media sites to get measurement such as last-click. (Piwik: What is Piwik?) There are many free providers to create QR-codes, but ScanLife also enables the brand to analyze the user paths, converted customers and measure the effectiveness of each code. (Dushinski 2012, 193.)

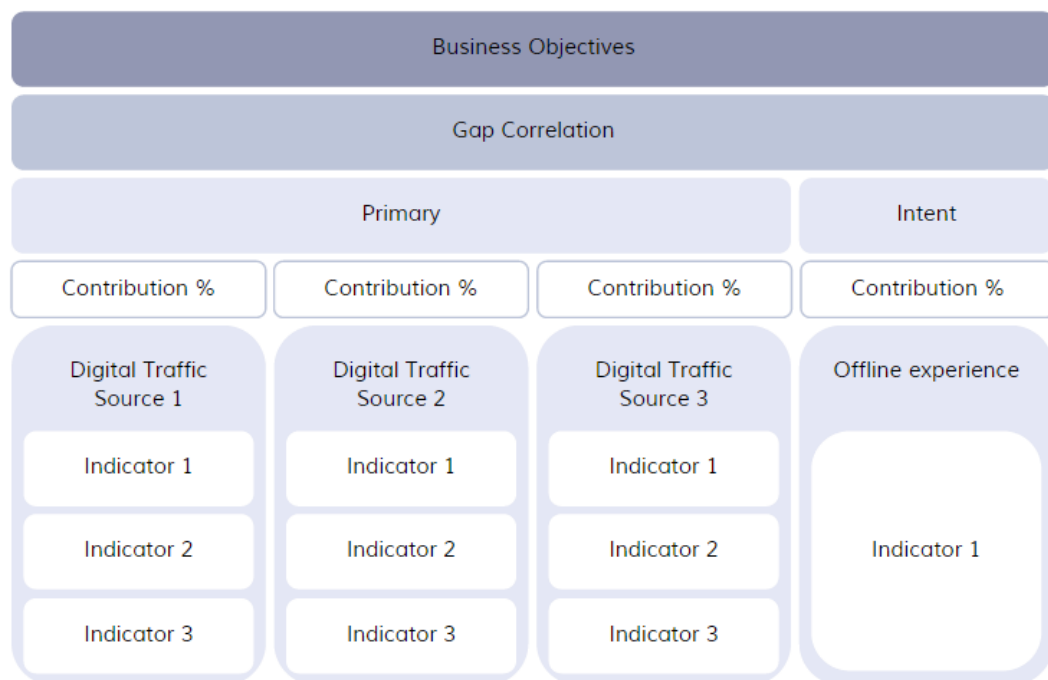


Figure 12. Digital branding dashboard (Rowles 2014, 201).

Digital environment enables the brand to measure online actions, but only up to a certain extent, because most of the tools only measure the last click. Thus, primaries should be named to set clear goals, which are as close to the business objectives as possible, but which can be achieved online. Indicators, on the other hand, measure the actions online giving understanding of primaries that have been carried out successfully. As seen in Figure 12, business objectives may have several primaries, and primaries may have several indicators. Furthermore, the indicators can be sorted by different traffic sources. (Rowles 2014, 180–182.)

5.3 Measuring Social Media

There is a high number of different tools to monitor and analyze social media channels effectively. However, in most of the cases the services are better the more a brand invests in them. As seen in Picture 3, the tools devices into listening and analyzing tools. Listening tools gives updated information of the most spoken conversations and topics. The brand can use these topics to create valuable content and thus participate to the conversations. Analyzing tools are to measure the brands actions in social platforms. (Rowles 2014, 50-52.)

Table 3. Social Media Measurement Tools (Modified Rowles 2014, 51-52).

Pricing	Listening Tools	Analyzing Tools
Free of Charge	Social Mention Addictomatic LeGuideNoir	Facebook Insights YouTube Insights Bitly
Low Cost	ViralHeat Sprout Social Olaptic	Klout
High Cost	Brandwatch SalesForce Marketing Cloud	TwtrLand

Audience engagement is a volume-based measurement for social media to see out of the brand's overall followers a percentage who like, share, or comment on your posts. For instance if the brand has 2 000 followers on Instagram but only gains 20 likes when posting a photo, it means that the audience engagement is 1%. This measurement can be calculated on a monthly basis to see the overall result. (Rowles 2014, 177.)

Google's "social signals" will be alerted to active social media use and engagement, which will affect positively to the brand's search rankings. Social media, PR, and SEO should work closely to gain the best result. (Rowles 2014, 61.)

5.4 Measuring the Buying Process

Due to the fact that channels, especially online, offer plenty of information, it is important plan and measure only the things that matter. By understanding the purchase journey, the brand can collect valuable information of its customers and their buying behavior. Thereafter, this information can be implemented into the marketing plan. (Rowles 2014, 180.) To measure the buying process, the brand has huge array of Key Performance Indicators to and measurement tools to see whether the brand managed to reach the goal. Think With Google: Measure What Matters the Most. 3). These tools are presented in Figure 13.

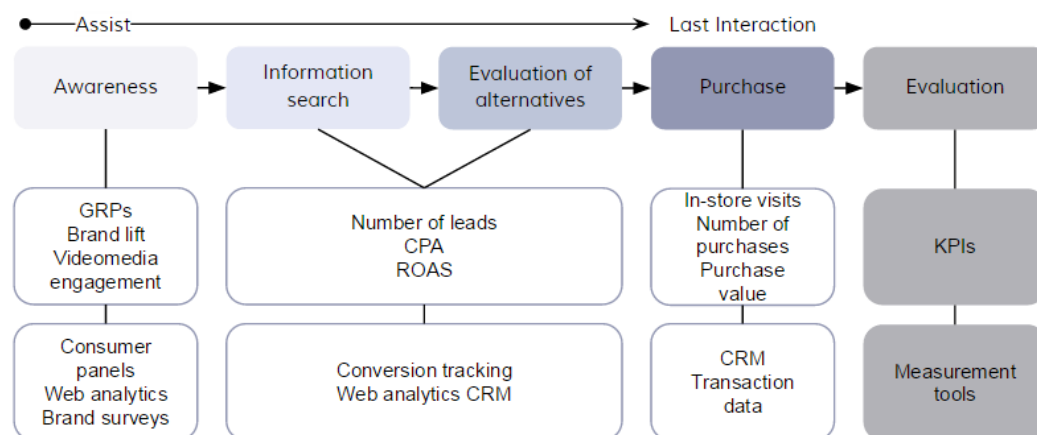


Figure 13. Typical KPIs and how they are measured (Modified Think With Google: Measure What Matters the Most. 3).

Before any tools can be selected, the brand has to focus on its business objectives and see, which of them are relevant for the target group. Once those objectives are clarified, digital dashboards can be created and web analytics can be linked to measure the impact. Depending on the buying behavior of the target group, KPIs can be set and measured. For instance, Lumi is a new brand for the German Millennials and therefore the brand awareness can be measured once the new customers are engaged. The results of brand surveys can give valuable results, how the brand is seen among German Millennials and whether there are some product lines the brand is missing from Berlin store, but which are desired by the target group.

6 Creation of Lumi's Handbook

6.1 The Base of the Handbook

The handbook was created for Lumi's marketing team to clarify the segment, target and positioning of the brand in the market, to understand both the objective of the target group and Lumi with an integration to build value, and to plan and measure marketing programs in a multichannel environment. Lumi requested the plan to target the German market due to the opening of Lumi Berlin store in April 2015. Furthermore, Lumi is lacking the attention of younger generations and having difficulties of becoming relevant or preferred during the customer's buying process due to the high amount of international competition in fashion accessories.

Lumi requested a concrete and user-friendly handbook to guide how to reach German Millennials in a multichannel environment providing them a seamless purchase experience. In addition, the handbook was anticipated to guide Lumi's marketing team to build a long-term digital branding plan with the possibility to apply the guidance for future markets and target groups.

6.2 Objective of the Handbook

To deliver the informative handbook considering user-friendliness, relevance in the long-term, and the possibility to put it in use in new situations, digital presentation slides were preferred over other formats. Thus the information can be arranged in a comprehensive and compact format with high text, picture and color quality, and it is easy to edit. The digital format also highlights the ecological value, which is defended by Lumi.

As a part of the branding, it is important to be consistent with the identity and style when creating internal material for a brand. Since the handbook was commissioned by Lumi, it is important to reflect the brand in it. Colors, font and overall layout were considered keeping Lumi in mind when creating the handbook.

6.3 Steps

6.3.1 Situation Analysis

A situation analysis was carried out to understand the current situation, markets and channels in which Lumi operates. Special consideration was paid to brand image and how well Lumi's brand identity was communicated both offline and online. Additional information and more detailed insight of the brand was collected by interviews with the founders of Lumi, Sanna Kantola and Bruno Beaugrand, and the Marketing Manager at the time of the start, Anne Teräväinen.

Before targeting the German market, a general overview of Millennials' purchase behavior, use of technology and their preferences for different channels was made to recognize the characteristics of German Millennials. Thereafter, the luxury industry in Germany and especially in Berlin was studied in terms of place, product, price, promotion, and competition.

6.3.2 Assembling of the Handbook

When emerging the theory with Lumi's digital plan, it was important to arrange the information into concepts in a relevant continuum. For instance, the multichannel plan follows the most frequent purchasing process among German Millennials, introducing significant channels to raise awareness, provide and evaluate information, purchase the product and evaluate the process.

It was challenging to include the information into the presentation slides without overloading them or confusing the possible reader. Furthermore, finding a visual balance between colors, graphics or figures, and text was time consuming.

6.3.3 Visual Appearance of the Handbook

Digital presentation slides enable the use of a full screen efficiently and helps to present the dossiers clearly. The digital branding plan can also be presented conveniently and effortlessly due to the format. Figures and graphics are used to visually present the content and theory, and to contextualize slides.

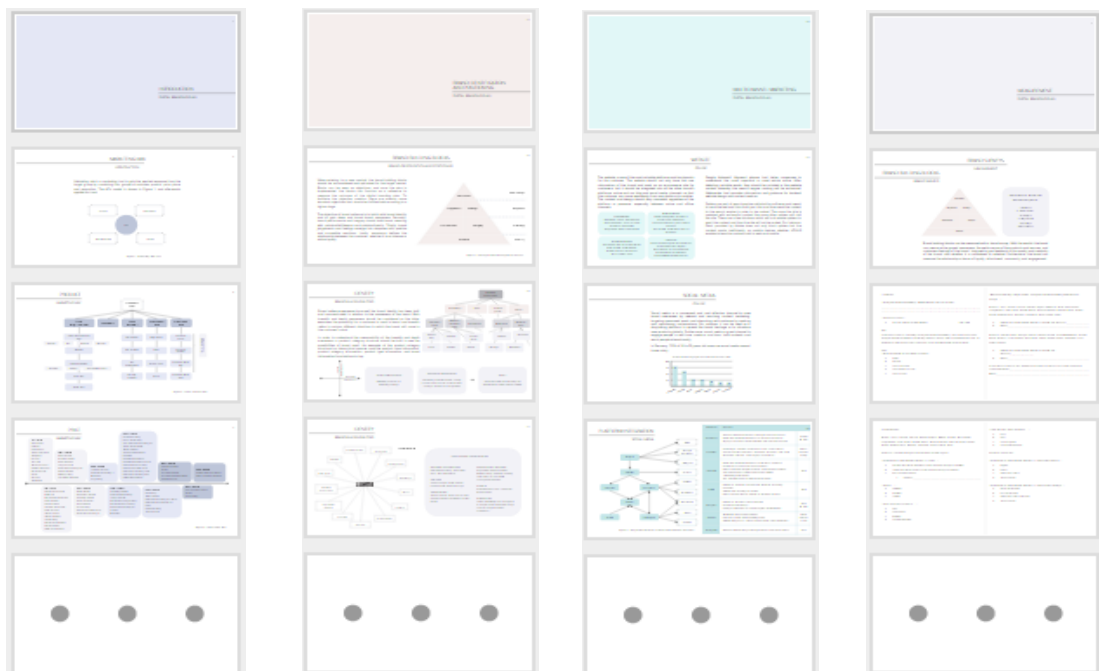


Picture 5. Colors used in Lumi's handbook.

The visual appearance is clear and consistent throughout the handbook. The color palette used in the handbook reflects Lumi's brand identity, and it can be seen in Picture 15. Colors were selected from Lumi's Spring / Summer 2015 lookbook by using Color-picker tool in Photoshop. Furthermore, colors visually divide the dossiers and enable the reader to see where one ends and another begins with an ease.

6.4 The Content of the Handbook

The handbook dossiers follows the order of the dossiers in this thesis. Thus, the reader can conveniently utilize the report as an additional information source to support the content in the slides. However, the handbook offers the key information for each dossier so that it can also be utilized individually. Furthermore, the handbook gives specialized examples for Lumi, which can be later implemented into Lumi's overall marketing plan.



Picture 6. Chapters of the Handbook (Lumi's handbook).

The first chapter of the handbook discusses the situation analysis and the backbone theory. Thereafter the brand building blocks, brand positioning and digital branding is discussed by implementing information of Lumi into the theory. Multichannel marketing both analyses Lumi's current channel plan and introduces tools to enhance it. Online and offline channels are discussed both separately and together to create strong and seamless experiences for customers. Lastly, in the measurement chapter, the brand building blocks measurement survey has been created. Thus, Lumi can use this tool to measure both the current situation and the situation in half a year time.

7 Self-Assessment

Additional motivation to complete this thesis with as good results as possible was arisen by the fact that the company and the industry it operates in were appealing due to a personal interest. To maximize the value Lumi would obtain from this thesis, it was important to deliver the handbook in a functional manner so that the brand can implement the results to their marketing practices with an ease.

It was difficult to gain more concrete results of the preferences and buying behavior of the target group to plan more seamless multi- and omni-channel experience. However, the theoretical frame of reference highlights the milestones for strategic brand management and thus can work as guideline to focus on the right things.

The handbook is more concrete and meant to be used, if not in a daily basis, at least when targeting for new markets or segments. It was difficult to maintain the guide informative without overloading them. Since the handbook is in digital format, Lumi can modify and update the slides in the future when needed.

The beginning was challenging, since the German market was unfamiliar. On the other hand, it enabled to observe the market in a more analytic manner by basing the results on references only. I believe that this thesis achieved the objectives and that a digital branding plan in a multichannel environment to reach Millennials can be achieved by following the guidelines that the handbook offers.

The goals set were high, and additional theory and information was research and analyzed throughout this thesis process to gain better results with a belief that there is

always something to improve. I believe that both the analytical and visual outcome results to an entity, in which the handbook and the report will provides valuable information for Lumi.

8 Conclusions

After going through Lumi's marketing and branding actions, it was clear that the actual brand building was well-made, but the communication plan was lacking integration and it was not created efficiently from a multichannel point of view. The aim was to understand the new market (Germany) and the behavior of the target group (Millennials interested in luxury and high fashion) to find and establish as many touchpoints as possible between the customer and the brand. Thus, build trust and lower the purchase risk of a high-involvement product. Furthermore, the actions meant to increase Lumi's brand awareness and to create active engagement to bring value followed with loyalty.

To understand the German market, competitive analysis was made and Lumi was positioned in relation to the competitors. The list of points-of-parity and point-of-difference was made to enhance the core components and competitive advantages. Those results can function as an inspiration for the content marketing.

After analyzing the customer behavior and buying process of German Millennials, it was obvious that German Millennials are technologically savvy and in the cutting edge of new developments. Due to the daily use of internet and familiarity of multitasking with different devices, the decision to build a digital branding plan was made. However, over 70 % of German Millennials made the final purchase in-store. Thus, digitalization was used as an assistant to drive customers through different online pages and channels, providing valuable information and content that would increase Lumi's brand awareness followed with the awareness of Lumi's new store in Berlin.

Digital branding followed the whole buying process via different channels and devices. To increase awareness, customers were most likely surfing passively on social media, blogs, and online magazines. When the interest arises, a German Millennial is most likely to use search engines and to search information from the website, blogs, online reviews and social media. When a customer's desire grows towards the product they

will make a price and product comparison via the online store or mobile devices, and visit the store. The final action is most likely to take place in-store, followed with a possibility to make it online with a computer or a tablet, or with a smartphone. By utilizing the collective information, a full purchase journey was built with as many touchpoints as possible a customer might have with the brand. To measure the process brand surveys, web analytics and social listening and monitoring tools was defined in terms of Lumi's needs.

8.1 Future proposals

To utilize the handbook in a most effective manner, Lumi could maintain one original version to maintain all the needed information, and create copies to utilize the handbook as a platform to build strategic plans for other markets and segments. Thus the handbook to engage German Millennials can function as a reference with examples for each section. This handbook is also a great tool to plan and integrate tasks within the marketing team. The experience and content posted by the brand would remain consistent even though several members of the team would work independently.

Lumi shall make a situation analysis survey to measure the current brand management performance, how likely people are to recommend the brand and which kind of user journeys the target group has. The latter would be measured by using web analytics. This information would facilitate the implementations of the digital branding plan and to gain the best results.

8.2 Instructions to Perform a Similar Task

Due to the fact that writing thesis is a long-period project, which can be the first of this kind done individually for many, it is important set a concrete goal and reasoning for this thesis. By simplifying the goal, it is easier to focus and pick up theoretical frame of reference that is relevant and that will help the writer to reach the goal. After the goal is detected, a thesis schedule should be made to utilize the time wisely.

Thesis is a great opportunity to get insight of the company you are interested in. It might require an own-initiative and an extra work to get a case company that you prefer, but it is well worth the trouble and highly beneficial in terms of the additional moti-

vation to deliver high quality project, and also to introduce your skills and abilities for that specific company.

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